

## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

AZ Board of Regents on behalf of Arizona State University

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix:  \* First Name:  Middle Name:   
\* Last Name:  Suffix:   
\* Title:

\* SIGNATURE:

\* DATE:

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

06/05/2020

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

AZ Board of Regents on behalf of Arizona State University

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

(b)(6)

\* c. Organizational DUNS:

9433604120000

### d. Address:

\* Street1:

PO Box 876011

Street2:

\* City:

Tempe

County/Parish:

\* State:

AZ: Arizona

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

85287-6011

### e. Organizational Unit:

Department Name:

ORSPA

Division Name:

OKED

### f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Ms.

\* First Name:

Heather

Middle Name:

C.

\* Last Name:

Clark

Suffix:

Title:

Executive Director, Research Operations

Organizational Affiliation:

AZ Board of Regents on behalf of Arizona State University

\* Telephone Number:

(b)(6)

Fax Number:

(b)(6)

\* Email:

(b)(6)

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

### 11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

### \* 12. Funding Opportunity Number:

DHS-20-TTP-132-00-01

\* Title:

Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention (TVTP) Program

### 13. Competition Identification Number:

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Prevention and Intervention Practitioners Network

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**\* a. Applicant \* b. Program/Project 

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="467,998.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="467,998.00"/>

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* Signature of Authorized Representative:  \* Date Signed:



Applicant AZ Board of Regents on behalf of Arizona State University

Applicant's Location PO Box 876011, Tempe, AZ 85287-6011

Location of Activities National network with workshops in Chicago, IL; Washington, DC; and Los Angeles, CA

Application Track Innovation Track

Project Type Sector Engagement

Funds Requested \$467,998.00

Project Abstract This program aims to build a national network that both increases the efficacy of locally based prevention frameworks and programs, and expands referrals to qualified programs throughout the country.

Prevention and intervention practitioners struggle with common challenges and need a forum where they can identify promising practices, discuss the latest research, and share resources.

The McCain Institute proposes to:

1. Establish a network for prevention and intervention practitioners and conduct outreach across the mental and behavioral health sector to grow the network;
2. Host 12 intensive workshops that address common design challenges like how to navigate privacy and ethical obligations, how to manage litigation risks and secure insurance, and how to approach threat assessment;
3. Develop a framework for program design that features existing resources, relevant considerations, and actionable recommendations for each design decision; and
4. Create an asset map of mental and behavioral health willing to accept targeted violence and terrorism prevention referrals.

These activities will support the Targeted Violence and Terrorism Prevention Grant Program's primary goal "to establish and enhance locally based prevention frameworks and programs" by providing a framework for state, local, tribal, and territorial partners looking to satisfy Objective 3. In addition, the grant activities indirectly contribute to Objectives 1, 2, and 4 by increasing knowledge sharing and collaboration among prevention and intervention practitioners who deliver on those objectives.

## PREVENTION AND INTERVENTION PRACTITIONERS NETWORK

### 1. NEEDS ASSESSMENT

Targeted violence and terrorism present a persistent threat within the United States. More people have died in mass school shootings in the United States in the past 20 years than in the entire 20th century (Katsiyannis et al., 2108). In addition, the Director of the U.S. Federal Bureau of Investigation (FBI) identified 2019 as the deadliest year for domestic terrorism since the Oklahoma City truck bombing in 1995 (Farivar, 2020). FBI caseloads of 5,000 open terrorism investigations—including 850 domestic terrorism investigations, 1,000 Homegrown Violent Extremism investigations, 1,000 Islamic State of Iraq and Syria (ISIS) investigations, and 2,150 additional international terrorism investigations (Farivar, 2019)—reflect only the cases the FBI knows about. As the threat of lone-actor attacks grows, we must build the capacity of local initiatives to prevent targeted violence and terrorism.

We propose to **serve individuals providing direct prevention and intervention services addressing hate and targeted violence within the United States**. We will provide this support through: (1) the creation of a practitioners' network, (2) hosting a series of workshops, (3) developing a framework for designing or adapting intervention programs, and (4) creating an asset map of mental and behavioral health willing to accept targeted violence and terrorism prevention referrals. This approach increases sector engagement across mental and behavioral health sectors and lowers the barriers to entry for new practitioners to enter the field.

The Department of Homeland Security (DHS) received over 200 applications for the Countering Violent Extremism Grant Program in 2016 (DHS S&T Directorate, 2018). Four years later, many new organizations will apply for this Targeted Violence and Terrorism Prevention Grant Program. These applicants form the core of our target audience. In addition, the Practitioners Network will conduct outreach to related organizations—like the Association of Threat Assessment Professionals, Police Psychological Services Section of the International Association of Chiefs of Police, National Association of Social Workers, and American Psychological Association—to recruit new professionals into the field. Thus, the estimated number of people in the target population exceeds 250 practitioners, who collectively serve thousands of at-risk individuals across the country.

The McCain Institute for International Leadership at Arizona State University consulted with over 30 prevention and intervention practitioners over the course of the last year to identify existing networks available to our target population and gaps in their coverage. While practitioners identified several existing networks that serve discrete segments of the community, they were **unable to identify an organized network that integrates practitioners across all disciplines of prevention and intervention of terrorism and targeted violence**. For example, the American Psychological Association and National Association of Social Work only serve licensed professionals within their respective fields (APA, n.d.; NASW, n.d.). The Police Psychological Services Section of the International Association of Chiefs of Police only serves licensed psychologists who conduct police psychological services (IACP, n.d.). Finally, the Association of Threat Assessment Professionals focuses more broadly on “stalking, threats, and homeland security,” (ATAP, n.d.) and primarily serves threat assessment professionals. None of the networks fully integrated prevention and intervention practitioners across fields with the specific focus on targeted violence and terrorism prevention.

Once the McCain Institute identified the need for the network, we consulted with practitioners on priority services. A steering committee of eight (8) practitioners identified 16 topics for potential quarterly workshops, and we surveyed prospective network members to select the workshops featured in this application (see Section 2.b). Multiple stakeholders also requested an asset map of existing prevention and intervention programs (see Section 2.d) to facilitate referrals. McCain Institute staff have fielded queries from federal judges, U.S. Attorneys Offices, U.S. Probation Officers, and practitioners looking for programs in a region where an at-risk individual needs an intervention or rehabilitation program. The creation of referral standards and asset map of organizations that meet those standards are the first step towards filling that gap and the accompanying framework will make it easier for localities to build new intervention capacity without repeating mistakes of early programs.

## **2. PROGRAM DESIGN**

### **Problem Statement**

Prevention and intervention practitioners need a network to support the establishment and enhancement of locally based prevention frameworks and programs. As the RAND Corporation found in the Executive Summary to Practical Terrorism Prevention, “[a]lthough existing programs represent success stories for building intervention capability, these successes are viewed as fragile.” (RAND Corp, n.d.) Practitioners struggle with common challenges like how to navigate privacy and ethical obligations; how to manage litigation risks and secure insurance; which referral models to adopt; how to approach needs, risk, and threat assessment; how to market their services; and how to secure funding and develop sustainable budgets. Practitioners need a forum where they can identify promising practices, discuss the latest research, and share resources and protocols. This approach enables practitioners to learn from one another and build off one another’s successes rather than starting from scratch when designing new programs.

Practitioners and government officials also need a map of existing programs, so that they can locate skilled practitioners in the regions where individuals need services. The current ad-hoc approach of DHS Targeted Violence and Terrorism Prevention (TVTP) staff, federal judges, U.S. Attorneys Offices, U.S. Probation Officers, and practitioners calling around to see if anyone knows of a program in region X is inefficient and incomplete. Dedicated outreach is required to grow the network of practitioners and create a comprehensive asset map, so that all TVTP staff and practitioners network members can easily identify relevant programs upon request.

### **Program Goals and Objectives**

This program aims to *build a national network that both increases the efficacy of locally based prevention frameworks and programs and expands referrals to qualified programs throughout the country*. The grant activities include (1) establishing a practitioners’ network, (2) hosting a series of workshops, (3) developing a framework for designing or adapting intervention programs, and (4) creating an asset map of mental and behavioral health practitioners willing to accept targeted violence and terrorism prevention referrals. These activities will support the grant program’s primary goal “to establish and enhance locally based prevention frameworks and programs” by providing a framework for state, local, tribal, and territorial partners looking to satisfy Objective 3 and develop local initiatives to “identify and respond to individuals at risk of mobilizing to violence.”

In addition to directly supporting Objective 3, the grant activities indirectly contribute to Objectives 1, 2, and 4 by establishing a practitioners' network that serves individuals delivering on each Objective. For example:

- The network will contribute to Objective 1 by hosting workshops on communications strategy and how to market services that will build the capacity of primary prevention providers to reach their target market and increase societal resistance to violent extremism. We will also host a series of workshops for intervention providers that will enable them to share lessons learned as well as the latest research on effective strategies to increase individual resilience.
- With respect to Objective 2, we have included both the Institute for Strategic Dialogue and Moonshot CVE in convenings to ensure that U.S.-based practitioners are exposed to cutting edge strategies to counter terrorists and violent extremists' influence online. Moreover, we hope that the sector engagement to behavioral and mental health professionals and the asset map will eventually make it possible to facilitate referral of individuals with risk-factors with offline intervention capacity at a national scale.
- Finally, we will support Objective 4 by hosting workshops for intervention providers to consider augmenting their programming to address recidivism reduction. The network will speed learning across the sector, so that network members will be better positioned to accomplish all of the Objectives of the grant program.

**a. Establish a Practitioners' Network**

The McCain Institute will establish a network for practitioners providing direct prevention and intervention services addressing hate and targeted violence within the United States. The network will synthesize the latest research, share promising practices on program design, and facilitate sustained collaboration among practitioners. The McCain Institute will begin by establishing a formal steering committee for the network. The McCain Institute will then collaborate with the steering committee to establish membership criteria and draft a charter. Finally, the McCain Institute will conduct strategic outreach to relevant professional associations like the Association of Threat Assessment Professionals, Police Psychological Services Section of the International Association of Chiefs of Police, National Association of Social Workers, and American Psychological Association to grow the network.

- *Objective:* Formalize a Steering Committee of five (5) to nine (9) practitioners to advise on network design and membership criteria by the end of Quarter 1.
- *Objective:* Collaborate with the Steering Committee to establish membership criteria by the end of Quarter 4.
- *Objective:* Conduct outreach across the mental and behavioral health sectors to grow the practitioners' network to at least 75 participants by the end of Quarter 8.

**b. Host a Series of Workshops**

The McCain Institute will design and deliver a dozen intensive, design workshops for prevention and intervention practitioners in the United States. Each of these workshops will address a single common design challenge identified by practitioners. For example, we will plan



workshops on topics like how to navigate privacy and ethical obligations; how to manage litigation risks and secure insurance; which referral models to adopt; how to approach needs, risk, and threat assessment; how to market their services; and how to secure funding and develop sustainable budgets. The workshops will feature a combination of experienced practitioners and researchers to dig into the granular components of program design and implementation for each topic. The McCain Institute will partner with the Institute for Strategic Dialogue and the Strong Cities Network to develop read-ahead materials for each module featuring relevant research, program models, and potential design considerations for discussion.

In light of the health and travel implications of COVID-19, the McCain Institute plans to host shorter, virtual workshops in Year 1 and longer, in person workshops as public health guidance permits in Year 2. The McCain Institute has the capacity to host up to 350 people with dynamic facilitation and breakout rooms for the virtual workshops. We budgeted for 40 travel scholarships for each of the in-person workshops and we will give priority to Targeted Violence and Terrorism Prevention (TVTP) grantees for up to 15 of those scholarships.

- *Objective:* Host nine (9) monthly, virtual workshops by the end of Quarter 4.
- *Objective:* Host three (3) in-person workshops in Quarters 5 through 7.

#### **c. Develop a Framework for Program Design**

Following each workshop, the McCain Institute will collaborate with the Institute for Strategic Dialogue and the Strong Cities Network to produce thematic practice guides, drawing on lessons learned from practitioners, researchers, and subject matter experts. These practice guides will feature relevant considerations, practical implications, and actionable recommendations for each of the design decisions featured in a practitioners' network workshop. The guides will also highlight relevant tools and resources for further information on each design consideration.

The compilation of these practice guides will support Objective 3 of the TVTP Grant Program. More jurisdictions will be able to *quickly* adopt comprehensive prevention frameworks if they have access to a step-by-step guide for all the design decisions necessary to adopt such a framework and tailor it to their unique local circumstances. In addition, more communities will have programming to enhance resilience if practitioners have access to step-by-step guides mitigating legal liability and securing insurance, as concerns over legal liability have deterred potential prevention and intervention practitioners for years.

- *Objective:* Develop practice guides for at least six (6) topics by the end of Quarter 8. The practice guides will be produced and released sequentially one quarter after the corresponding workshop(s).
- *Objective:* Combine the practice guides into a comprehensive framework for designing or adapting intervention programs by the end of Quarter 8.
- *Objective:* Partner with the Strong Cities Network to promote the framework to cities and counties throughout the United States by the end Quarter 8.

#### **d. Create an Asset Map**

Once the network is established, promising practices for program design are identified, and the practice guides are written, the McCain Institute will create an asset map of both prevention programs and behavioral and mental health professionals willing to accept referrals. This map

will identify all network members who are willing to accept referrals by region, so TVTP personnel and network members can easily make referrals by region. This map will also identify all network members who are willing to accept referrals by specialty and cultural competency, so that TVTP personnel and network members can meet more specialized referral needs as well.

- *Objective:* Develop a survey for network members that identifies (a) willingness to accept referrals; (b) specialization; (c) cultural competency; and (d) regions served for each provider.
- *Objective:* Create visualizations of network members that allow users to sort by location, specialization, and/or cultural competency.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
<i>Establish a Practitioners' Network</i>								
Formalize a Steering Committee								
Establish membership criteria								
Grow the network to at least 75 participants								
<i>Host a Series of Workshops</i>								
Develop read-ahead materials and agendas								
Host 9 monthly, virtual workshops								
Host 3 in-person workshops								
<i>Develop a Framework for Program Design</i>								
Develop practice guides for at least 6 topics								
Combine guides into comprehensive framework								
Partner with Strong Cities to promote framework								
<i>Create an Asset Map</i>								
Develop a survey for network members								
Deploy the survey to network members								
Create asset maps of network members								

**Figure 1.** Prevention and Intervention Practitioners Network Timeline.

## Logic Model

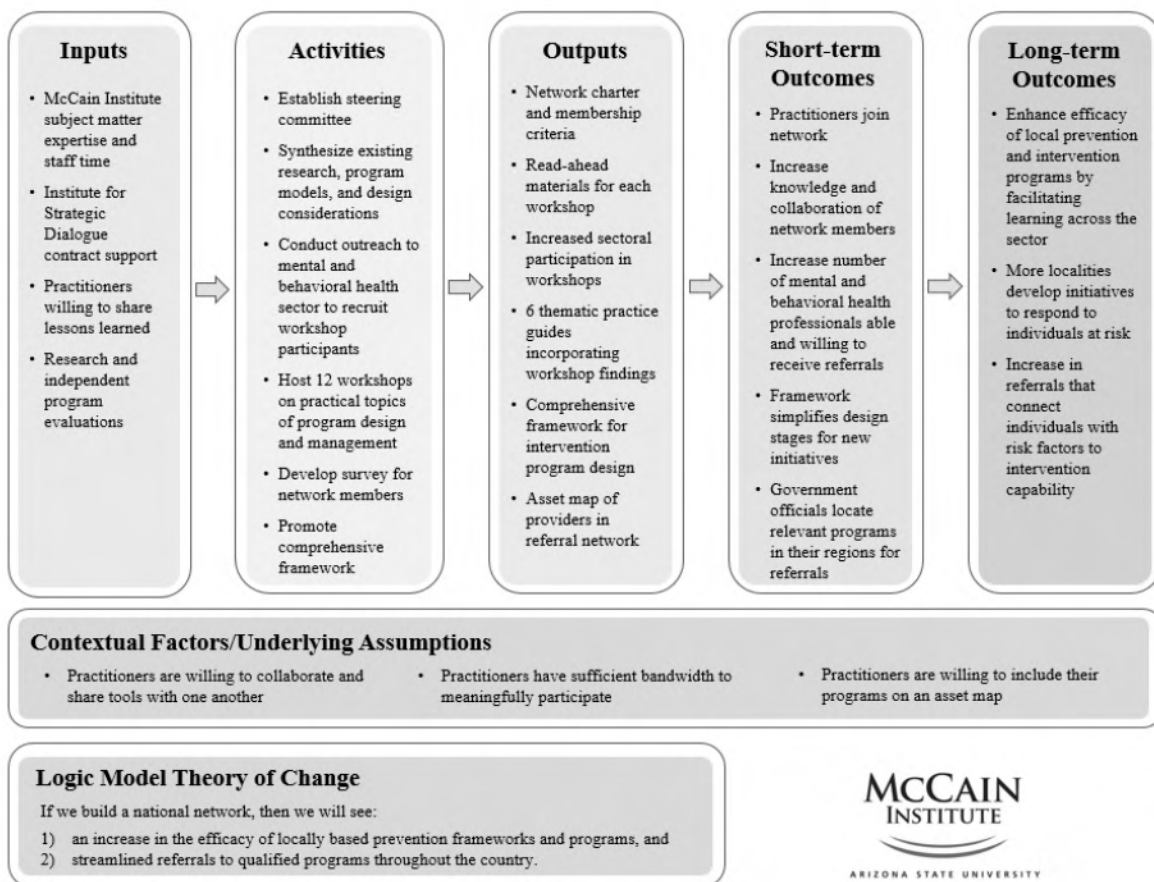
The theory of change for this proposal is: “if we build a national network, then we will see: (1) an increase in the efficacy of locally based prevention frameworks and programs, and (2) streamlined referrals to qualified programs throughout the country. The inputs include McCain Institute subject matter expertise and staff time, Institute for Strategic Dialogue contract support, practitioners willing to share lessons learned, and research and independent program evaluations. The McCain Institute staff will establish a steering committee, which will produce the charter and membership criteria to establish the practitioners’ network that practitioners will join. The practitioners’ network will, in turn, enhance efficacy of local prevention and intervention programs by facilitating learning across the sector.

Similarly, both the McCain Institute and Institute for Strategic Dialogue staff will synthesize research, program models, and design considerations into the read ahead materials for 12 workshops. The combination of the read-ahead materials and the practitioners’ willingness to share lessons learned will inform both the 12 workshops and the resulting six thematic practice

guides that incorporate workshop findings. The experience of participating in the workshops and contributing to the practice guides will increase knowledge and collaboration among network members. This sharing of knowledge will also enhance the efficacy of local prevention and intervention programs.

The McCain Institute staff will grow the network by conducting outreach to mental and behavioral health professionals and encouraging participation in workshops. The increased sectoral participation in workshops should contribute to an increase in the number of mental health and behavioral health professionals willing and able to receive referrals. As the network grows, we should ultimately see an increase in referrals that connect individuals with risk factors to intervention capability.

Finally, the McCain Institute staff will develop a survey for network members to inform an asset map of mental and behavioral health professionals willing to accept referrals. Once the McCain Institute staff create the asset map, U.S. Government and state officials will more readily be able to locate relevant programs in their regions for referrals. When government officials are able to identify competent local programs for referrals, we expect to see an increase in referrals. Thus, the network will facilitate both an improvement of the efficacy of local programs and an increase in referrals to those programs.



**Figure 2.** Prevention and Intervention Practitioners Network Logic Model.

### 3. ORGANIZATION AND KEY PERSONNEL

The **McCain Institute for International Leadership** was created in 2012 and sits organizationally within Arizona State University (ASU). The McCain Institute is an agile, action-oriented organization with a proven track record of producing impactful programming to address particularly challenging national and international problems. The National Security and Counterterrorism program at the McCain Institute delivers innovative programming aimed at filling important gaps in our capability as a nation to address the growing problem of targeted violence tied to extremism of all kinds. In addition to its work on national security and targeted violence prevention, the Institute's areas of programmatic focus include development and training of next-generation leaders, combating of human trafficking, and promotion of human rights, democracy, and the rule of law around the world. The Institute has a staff of approximately 40 professionals, and an annual budget of approximately \$10,000,000. (McCain Institute, n.d.)

The McCain Institute receives funding through a combination of personal, organizational, and corporate philanthropy, as well as foundation and government grants and resources provided by ASU. The McCain Institute's link to ASU creates opportunities to partner with and leverage the vast resources and capabilities of a premier research and teaching university. U.S. News and World Report (2019) has repeatedly recognized ASU as the #1 U.S. University for Innovation.

**Brette Steele** leads this project on behalf of the McCain Institute. Brette has served as Director of Prevention and National Security for the Institute since January 2018, where she manages the Peer-to-Peer Protective Project, and advises state and local governments on targeted violence prevention initiatives. Brette has also spent the last year consulting with prevention and intervention nonprofits on the design and core functions of a practitioners' network.

Previously, Brette served as Regional Director of the DHS Office of Terrorism Prevention Partnerships, established and served as Deputy Director for the U.S. Countering Violent Extremism Task Force, and coordinated all terrorism prevention initiatives across the U.S. Department of Justice. In those capacities, she developed subject matter expertise and strong relationships with prevention and intervention practitioners around the country. Brette will be uniquely able to leverage those relationships to build the practitioners' network. Further, her experience hosting multiple U.S. Government workshops on this topic affords her the facilitation and logistics skills necessary to plan and manage events of this scale. Finally, government officials contact Brette regularly seeking regional and/or outcome-specific programs. The asset map gives Brette a sustainable way to share that knowledge.

The **Institute for Strategic Dialogue** (ISD) has more than a decade of experience advising, assisting and enabling more than 40 national governments to deliver evidence-based violent extremism prevention strategies that draw on international trends and best practice, while contextualizing tried and tested responses to regional, national and local level dynamics. ISD's flagship international capacity building program is the Strong Cities Network (SCN)—founded at the U.N. General Assembly in 2015 to ensure no mayor, city or community faces the challenges of hate, extremism and political violence alone. Drawing on the collective experiences of over 140 cities from across 45 countries, the SCN acts as a bridge: connecting cities across economic, cultural, and ethnic boundaries to policies and practices that have proven to work well in a diverse set of international locales. The SCN has built the world's largest



virtual repository of practitioner-facing tools, which include a full suite of training modules, training programs and toolkits to support local authorities, states and a range of frontline sectors to work together in designing, implementing and coordinating policy and programming.

ISD's staff includes a number of expert researchers and practitioners who will contribute to various stages of the project delivery. Key personnel CVs are enclosed and include:

- **Rebecca Skellett**, Head of the Strong Cities Network, eight years' experience working in the prevention of terrorism, including as a frontline practitioner in the UK's Prevent Strategy. Technical expertise: local authority, national-local coordination, information sharing, case management, sector specific training, education and teaching provision, police investigations and cooperation, threat identification, local risk diagnosis, youth engagement, working with families, vulnerable children
- **Moustafa Ayad**, Deputy Director, over a decade of experience directing strategic communications programming across the world. Technical expertise: strategic communications, police engagement, interventions, ideology, prisons and probation, youth engagement, working with former extremists
- **Rashad Ali**, Senior Resident Fellow, over a decade experience as a renowned religious scholar and an active intervention provider with extensive experience in delivering 100+ interventions through the UK's Channel Program. Technical expertise: police engagement, interventions, ideology, prisons and probation, youth engagement, working with former extremists
- **Zahed Amanullah**, Senior Resident Fellow, over a decade's experience in community engagement; led the build-out of civil society partnerships and established cooperation, trust and dialogue between governments and communities on terrorism prevention. Technical expertise: community engagement, public communications, civil society engagement, education, digital resilience, online radicalization, and counter narratives.

#### 4. SUSTAINABILITY

The McCain Institute carefully selected the activities proposed in this grant with an eye towards long-term sustainability. While the initial stages of network development are staff-intensive, the production of the framework for designing or adapting intervention programs will streamline technical assistance and onboarding for new network members after the period of performance concludes. Similarly, the creation of the standards for inclusion in a referral network and the asset map reduce the demands on staff time to facilitate referrals. These tangible deliverables front-load the costs of building the network within the period of performance, so that the network is relatively inexpensive to staff afterwards.

Additionally, the McCain Institute has considered multiple strategies to manage costs after the grant period:

- The McCain Institute will host the first nine workshops virtually, which will develop the pattern and practice for network members to convene without the expense of travel.
- The McCain Institute will also plan in-person network meetings on the margins of other conferences where practitioners are meeting. We successfully deployed this strategy twice in the past year to host three-hour convenings with no additional travel costs.
- Steering committee members have recommended charging modest dues to help manage the costs of the network and ensure that members remain invested.
- The two-year period of performance gives us sufficient time to demonstrate proof of concept to potential foundations and philanthropic donors. This runway—in combination with the above strategies for cost management—gives us the opportunity to make a strong case to the many donors who already give to the McCain Institute and new donors identified by our development team.

## 5. BUDGET DETAIL AND NARRATIVE

<i>Budget Category</i>	<i>Federal Request</i>
Personnel	\$115,000.00
Fringe Benefits	\$44,130.00
Travel	\$8,500.00
Supplies	\$0.00
Contractual	\$76,497.00
Other	\$167,999.00
<i>Total Direct Costs</i>	\$412,126.00
Indirect Costs	\$55,817.00
<b>TOTAL PROJECT COSTS</b>	<b>\$467,998.00</b>

### PERSONNEL:

Brette Steele will serve as Principal Investigator and commit four (4) calendar months each year to this project. Brette is primarily responsible for establishing the Practitioners Network, convening the steering committee, planning and hosting the workshop series, providing input into the practice guides, and developing the asset map.

An estimated cost escalation has been included in the out years, consistent with ASU policy.

### FRINGE BENEFITS:

Arizona State University defines fringe benefits as direct costs, estimates benefits as a standard percent of salary applied uniformly to all types sponsored activities, and charges benefits to sponsors in accordance with the Federally-negotiated rates in effect at the time salaries are incurred. Benefit costs are expected to increase per year; the rates used in the proposal budget are based on the current Federally-negotiated Rate Agreement rate plus annual escalation for out years. The applicable approved rates are:

Employee Category	FY 2021	FY 2022
Staff	37.80%	38.93%

**TRAVEL:** All lodging and per diem meal rates are based on maximum rates established by ASU's travel guide, which sets rates at or below those established by the State of Arizona and Department of State. ASU's travel system software provider, Concur Technologies, assesses a charge of \$11/per person for each travel expense report submitted. The expense is a direct cost charged per trip. Travel includes ground transport to and from the airport. An estimated cost escalation has been included in the out years, consistent with ASU policy.

Funds are requested for the PI to travel to each of the 3 in-person, practitioners' network workshops in Year 2. There will be 1 workshop each in Los Angeles, CA, Chicago, IL, and Washington, DC. Each trip is for 2 days and 2 nights. In addition to travel for the practitioners' network workshops, the budget includes travel expenses for three trips to meet with relevant professional associations, like the National Association of Social Workers, as public health guidance permits.

	Los Angeles, CA	Washington, DC	Chicago, IL
<i>Airfare</i>	\$258.00	\$515.00	\$515.00
<i>Lodging (/Night)</i>	\$185.50	\$258.50	\$229.50
<i>Per Diem (/Day)</i>	\$57.50	\$68.00	\$68.00
<i>Ground Transportation</i>	\$206.00	\$206.00	\$206.00
<i>ASU Travel Fee</i>	\$11.00	\$11.00	\$11.00

#### **PARTICIPANT SUPPORT:**

Funds are requested to support travel for 20 participants to attend the workshops. In Year 2 there will be 1 workshop each in Los Angeles, CA, Chicago, IL, and Washington, DC. Each trip is for 2 days and 2 nights. The costs below are based on per person.

	Los Angeles, CA	Washington, DC	Chicago, IL
<i>Airfare</i>	\$515.00	\$515.00	\$515.00
<i>Lodging (/Night)</i>	\$185.50	\$258.50	\$229.50
<i>Per Diem (/Day)</i>	\$57.50	\$68.00	\$68.00
<i>Ground Transportation</i>	\$103.00	\$103.00	\$103.00

#### **OTHER DIRECT COSTS:**

##### ***Subaward***

Funds in the amount of \$76,497 will be provided to the Institute for Strategic Dialogue (ISD). ISD will conduct literature reviews and prepare read-ahead materials with targeted analysis of existing practice and research for each of the 12-thematic workshops. ISD will also provide input into workshop speakers and agendas. Following each third workshop, ISD will lead the authoring of practice chapters, offering practical guidance on the design, development, and delivery of each thematic area. This analysis will feature design considerations and

complications, lessons learned from practitioners, practical recommendations based on the literature review, and adaptations of existing ISD and Strong Cities Network research, training curricula, and expertise.

### ***Consultant Travel***

Funds are requested to support travel for 5 speakers to attend each of the workshops. In Year 2 there will be 1 workshop each in Los Angeles, CA, Chicago, IL, and Washington, DC. Each trip is for 2 days and 2 nights. The costs below are based on per person.

	<b>Los Angeles, CA</b>	<b>Washington, DC</b>	<b>Chicago, IL</b>
<i>Airfare</i>	\$515.00	\$515.00	\$515.00
<i>Lodging (/Night)</i>	\$185.50	\$258.50	\$229.50
<i>Per Diem (/Day)</i>	\$57.50	\$68.00	\$68.00
<i>Ground Transportation</i>	\$103.00	\$103.00	\$103.00

### ***Facility Rental***

Funds are requested for meeting space for the Chicago and Los Angeles workshops. Estimates have been pulled from online listed prices. \$1,400 is requested for Chicago, IL; \$800 is requested for Los Angeles, CA.

### ***Equipment Rental***

Funds are requested for equipment rental to use at each of the 3 workshops. Estimates have been pulled from online listed prices. The costs per workshop include projector (\$550), sound system (\$490), screens (\$100), and display monitors (\$300).

### **INDIRECT COSTS:**

The indirect cost base is \$214,890. The total amount of indirect costs requested are \$55,872.

Indirect costs are calculated on Modified Total Direct Costs (MTDC) using rates approved by US Department of Health and Human Services (DHHS). The University's Rate Agreement was approved on June 28th, 2019 at 26% of Modified Total Direct Costs (MTDC) for off-campus research projects. MTDC includes salaries and wages, fringe benefits, materials and supplies, services, travel, and the first \$25,000 of each subaward. Exclusions from MTDC include graduate student tuition remission, participant support, subawards over the first \$25,000, capital equipment, and scholarships/fellowships.

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[https://www.rand.org/pubs/research\\_reports/RR2647z2.html](https://www.rand.org/pubs/research_reports/RR2647z2.html)
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## OTVTP Implementation & Measurement Plan

You should modify the Implementation & Measurement Plan (IMP) template to the number of outcomes your specific project requires. For *each* outcome in the IMP, create an Implementation Plan table *and* a Measurement Plan table. Please use the definitions provided in the IMP guidance document when crafting your plan. Draft, in the box below, the overarching goal statement for the project. Following completion of the IMP, each grantee is expected to complete the Risk Assessment & Mitigation Plan in Appendix A.

*In the Implementation Plan table:*

- Type each activity in a separate row; add as many rows as needed.
- Arrange activity rows chronologically by the start date of the activity.
- This IMP should span both years of performance under this grant program.

*In the Measurement Plan table:*

- Type each outcome indicator in a separate row.
- Include indicators that will help measure the results of the project; it is not necessary to have more than one indicator if that indicator sufficiently measures results.
- Identify and/or design data collection methods to be used to obtain the data that will be reported on quarterly.
- Ensure attention to collection of data that can be broken down by sex and age of project participants or beneficiaries.

***NOTE: Data collection methods should be specific and timebound. Any expenses incurred from the collection of data must come from the grant already awarded. No additional funds will be made available by DHS for this purpose.***

<b>Organization Name</b>	AZ Board of Regents on behalf of Arizona State University
<b>Project Title</b>	Prevention and Intervention Practitioners Network
<b>Grant Number</b>	DHS-20-TTP-132-00-01
<b>Grant Implementation Period:</b>	October 1, 2020 – September 30, 2022
<b>Reporting Period:</b>	October 1, 2020 – September 30, 2022



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### **Project Goal Statement**

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This program aims to build a national network that both increases the efficacy of locally based prevention frameworks and programs and expands referrals to qualified programs throughout the country.

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### **Target Population**

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The target population includes individuals providing direct prevention and intervention services addressing hate and targeted violence within the United States. The Department of Homeland Security (DHS) received over 200 applications for the Countering Violent Extremism Grant Program in 2016 (DHS S&T Directorate, 2018). Four years later, many new organizations will apply for this Targeted Violence and Terrorism Prevention Grant Program. These applicants form the core of our target audience. In addition, the Practitioners Network will conduct outreach to related organizations—like the Association of Threat Assessment Professionals, Police Psychological Services Section of the International Association of Chiefs of Police, National Association of Social Workers, and American Psychological Association—to recruit new professionals into the field. Thus, the estimated number of people in the target population exceeds 250 practitioners, who collectively serve thousands of at-risk individuals across the country.

**OUTCOME 1: Enhance efficacy of local prevention and intervention programs by facilitating learning across the sector.**

Mid-Term Outcome 1.1: Prevention and intervention practitioners join the practitioners' network

Mid-Term Outcome 1.2: Increase knowledge and collaboration among network members

**OUTCOME 1 IMPLEMENTATION PLAN**

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
<i>Establish a steering committee</i>	* McCain Institute staff time * Practitioner expertise	<i>Q1 – Q4</i>	* Confirm 5 to 9 committee members * Network charter and membership criteria	
<i>Synthesize existing research, program models, and design considerations</i>	* McCain Institute staff time * Institute for Strategic Dialogue * Research	<i>Q1 – Q7</i>	* 12 sets of read-ahead materials	
<i>Host virtual workshops</i>	<i>McCain Institute staff time</i>	<i>Q2 – Q4</i>	* 9 virtual workshops * # of practitioners participating	
<i>Host in-person workshops</i>	<i>McCain Institute staff time</i>	<i>Q5 – Q7</i>	* 3 in-person workshops * # of practitioners participating	



## OUTCOME 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
Increase in prevention and intervention practitioners participating in workshops <i>Target: 100% increase for virtual workshops</i>	* Count the number of participants in each workshop and compare the count of Q4 virtual workshops with Q2 virtual workshops	
Prevention and intervention practitioners join the network <i>Target: 75 members join</i>	* Count the number of practitioners who join the network in Q5 – Q8	
Increase in knowledge among practitioners who participate in workshops <i>Target: 15% increase in correct answers</i>	* Pre-and post-assessments for each workshop	
Increase in collaboration among practitioners, including sharing protocols, case consultations, and collaborating on proposals <i>Target: 12 examples of new collaborations</i>	* Follow-up surveys of workshop participants at the end of Q4, Q6, and Q8	
Workshop participants incorporate lessons learned from workshops into the design of their programs <i>Target: 25% of participants apply an insight</i>	* Follow-up surveys of workshop participants at the end of Q4, Q6, and Q8	

**OUTCOME 2: More localities develop initiatives to respond to individuals at risk of mobilizing to violence**

Mid-Term Outcome 2.1: Framework simplifies design stages for new prevention and intervention initiatives

**OUTCOME 2 IMPLEMENTATION PLAN**

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
<i>Write-up workshop findings and weave in read-ahead materials and additional resources</i>	* McCain Institute staff time * Institute for Strategic Dialogue	<i>Q2 – Q8</i>	* 6 practice guides	
<i>Combine the practice guides into a comprehensive framework</i>	* McCain Institute staff time * Institute for Strategic Dialogue	<i>Q7 – Q8</i>	* Published framework for designing or adapting intervention programs	
<i>Promote framework to cities and counties throughout the United States</i>	* McCain Institute staff time * Institute for Strategic Dialogue	<i>Q8</i>	* Speak at conferences * Outreach through Strong Cities Network	

**OUTCOME 2 MEASUREMENT PLAN**

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
Localities consult practice guides or framework when designing comprehensive prevention strategies <i>Target: 25 localities consult practice guides</i>	* Website metrics in Q3 – Q8 * Interview questions on technical assistance calls in Q3 – Q8	
Increase in localities developing initiatives to respond to individuals at risk of mobilizing to violence <i>Target: 15 new localities develop initiatives</i>	* Interview question about program origination dates when surveying practitioners to create the asset map	

**OUTCOME 3: Increase in referrals that connect individuals with risk factors to intervention capability**

Mid-Term Outcome 3.1: Increase number of mental and behavioral health professionals able and willing to receive referrals

Mid-Term Outcome 3.2: Government officials locate relevant programs in their regions for referrals

**OUTCOME 3 IMPLEMENTATION PLAN**

<b>Activity</b>	<b>Inputs/Resources</b>	<b>Time Frame</b>	<b>Anticipated Outputs</b>	<b>Progress Reporting (Complete for Progress Report Only)</b>
<i>Conduct outreach to mental and behavioral health sector to recruit network members</i>	<i>McCain Institute staff time</i>	<i>Q5 – Q8</i>	<i>* Increased sectoral participation in workshops * Network grows to 75</i>	
<i>Develop and deploy a survey for network members that identifies (a) willingness to accept referrals, (b) specialization, (c) cultural competency, and (d) regions served for each provider</i>	<i>McCain Institute staff time</i>	<i>Q3 – Q8</i>	<i>Asset map tool launched to allow users to sort by location, specialization, and/or cultural competency</i>	
<i>Promote the asset map to jurisdictions throughout the United States</i>	<i>* McCain Institute * Institute for Strategic Dialogue</i>	<i>Q8</i>	<i>* Speak at conferences * Outreach through Strong Cities Network</i>	

### OUTCOME 3 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
Increase in mental and behavioral health professionals participating in workshops <i>Target: 100% increase</i>	* Compare the number of relevant professionals participating in workshops in Year 1 (before outreach to professional associations) with Year 2 (after that outreach)	
Increase in mental and behavioral health professionals willing to accept referrals <i>Target: 100% increase</i>	* Survey and compare the number of relevant professionals willing to accept referrals in Year 1 (before outreach to professional associations) with Year 2 (after that outreach)	
Officials and network members access the asset map to locate relevant referrals <i>Target: 20 hits</i>	* Website metrics in Q8 * Interviews with key officials	

### APPENDIX A: RISK MANAGEMENT PLAN

The following risk assessment chart is designed to assist in the identification of potential occurrences that would impact achieving project objectives, primarily those originating externally and that are outside of the organization's control. Risks could include, but are not limited to: economic, social, or political changes; changes to planned partnerships; legal or compliance changes; or other risks unique to this project. Use the chart below to identify these risks; add additional rows if necessary.

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Practitioners are competitive and unwilling to collaborate and share tools with one another	Medium	If practitioners are unwilling to collaborate and share tools with one another, then we will see less organic sharing of risk assessment tools and referral protocols.	The McCain Institute will set the tone of collaboration in workshops with detailed read-ahead materials and encourage speakers and participants to consider sharing their tools. If speakers share first, participants may be more willing to follow.

Practitioners lack sufficient time to meaningfully participate in the network	Medium	If practitioners lack sufficient time to meaningfully participate in the network, then they (as individuals) and the network (as a whole) will not reap the same level of benefits of collaboration.	The McCain Institute will try to keep both read ahead materials and practice guides brief, so that busy practitioners will not be turned off by the document page-counts.
The grants become politicized and practitioners are unwilling to include their programs on an asset map	High	Advocacy organizations will seek to politicize the TVTP grant program and all awarded projects. If this occurs, politicization may discourage some practitioners from joining the asset map.	The McCain Institute will demonstrate to practitioners the merits and mutual benefits of being included in an asset map.
The Institute for Strategic Dialogue does not perform as agreed upon	Low	If the Institute for Strategic Dialogue does not perform as agreed upon then the outcomes of the program will be negatively impacted.	The McCain Institute will work closely with the Institute for Strategic Dialogue to align expectations at every stage of the grant term and reallocate work as necessary to accomplish program outcomes.
COVID-19 restricts travel into the second year of performance	Medium	Continued COVID-19 travel restrictions will inhibit the ability of the McCain Institute to host in-person workshops.	If travel is not permissible or practical, then the McCain Institute will consult with DHS and either defer an in-person workshop or continue with the virtual format.

**BRETTE STEELE**

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**PROFESSIONAL EXPERIENCE**

**McCain Institute for International Leadership**

*Director of Prevention and National Security*

*2019–Present*

- Build a network to share promising practices, develop evidence-based guidelines, and incubate innovative strategies for preventing hate and targeted violence
- Design and manage a national competition that empowers university students to counter hate and targeted violence through the development of dynamic campaigns
- Advise federal, state, and local governments on hate and targeted violence prevention

**United States Department of Homeland Security, Office of Terrorism Prevention Partnerships**

*Regional Director of Strategic Engagement*

*2017–2019*

- Advised California in the development of the first statewide terrorism prevention strategy
- Built capacity of 15 nonprofits through advice on grant strategy and program design
- Partnered with cities to develop and implement terrorism prevention frameworks
- Developed evidence-based practices in collaboration with researchers and evaluators
- Hosted Digital Forums on Terrorism Prevention to develop technical solutions

**Countering Violent Extremism Task Force (on assignment)**

*Deputy Director*

*2016–2017*

- Coordinated Countering Violent Extremism initiatives across Departments of Defense, Education, Health and Human Services, Homeland Security, Justice, Labor, and State
- Managed revision and implementation of Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism, including development of novel approaches to multidisciplinary intervention and rehabilitation
- Supervised development of the first Community Awareness Briefing to address all forms of violent extremism
- Created guide to developing local violence prevention frameworks and promoted it at IACP, National Sheriffs' Association, and other national conferences
- Provided technical assistance, consultation, and research for local intervention programs

**United States Department of Justice, Office of the Deputy Attorney General (on detail)**

*Senior Counsel*

*2013–2016*

- Chaired the Arab and Muslim Engagement Advisory Group
- Coordinated Department of Justice efforts to build resilience against violent extremism
- Implemented a Resource Guide on Training Addressing Racial, Ethnic, Religious, or Cultural Issues and Groups
- Designed and built the Countering Violent Extremism Task Force in partnership with the National Security Council
- Coordinated the National Commission on Forensic Science and oversaw related Department-wide initiatives

**United States Department of Justice, Office of Legal Policy**

*Senior Counsel*

2011–2013

- Negotiated strategic plan for the Office of Dispute Resolution
- Managed interagency partnerships and collaborated on strategies to counter violent extremism
- Designed and negotiated interagency development of the National Commission on Forensic Science
- Coordinated departmental review of Americans with Disabilities Act regulations
- Drafted rule-making documents concerning disability accommodations, criminal justice, and regulatory review
- Coordinated an office-wide internship program and supervised 17 interns

**Mayer Brown, L.L.P.**

*Associate*

2008–2011

- Researched and drafted briefs filed with the U.S. Supreme Court and federal and state appellate courts
- Served as an appellate consultant with primary briefing responsibilities for four trials

**United States Court of Appeals for the Ninth Circuit**

*Law Clerk for the Honorable Dorothy W. Nelson*

2007–2008

**Western Justice Center Foundation**

*Program Coordinator (8/05–8/06); Summer Fellow (Summer 2005)*

- Designed and implemented three-day training on public policy facilitation
- Consulted on the design of police-community mediation programs
- Researched ADR Resource Program Guide for Ninth Circuit District Conferences

**Orange County Human Relations**

2001–2007

*Volunteer Mediator (Summers)*

- Co-taught 32-hour mediation certification trainings
- Mediated 150 hours in Superior Court and volunteered 80 hours in community centers

**EDUCATION**

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**University of California, Los Angeles, School of Law**

*J.D. May 2007*

(b)(6) GPA; Order of the Coif

- UCLA Law Review: Vol. 53 Staff; Vol. 54 Symposium Editor: “Constitutional Niches”

**University of California, Berkeley**

*B.A. May 2004, Highest Honors in Ethnic Studies, Minor in Peace and Conflict Studies*

(b)(6) High Distinction in General Scholarship, Phi Beta Kappa, and Dean’s List



## REBECCA ANNE SKELLETT

(b)(6)

### ABOUT ME

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Currently leading a global city network together with a growing 12-person multi-national research, communications and project team. Leading the network's growth and development from a membership of 25 cities and a \$400k budget to 140 members and more than \$5million of programming. Entrepreneurial minded, establishing the network's purpose, mission and strategy embedding an advocacy, partnership and member capacity building model across our 45 country scope.

Passionate about empowering and building the capabilities of the public sector to respond to emerging threats through access to research, expertise and partnerships. Strong public policy expertise on a range of community safety challenges with practical experience of setting up programming with the police, local government and central government. Vast public speaking experience, from briefing the highest level of governments at conferences and bodies like the UN Security Council, to radio, television and press.

### SELECTED EMPLOYMENT HISTORY

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- Feb 2016 - Present     **Institute for Strategic Dialogue (ISD)**  
*Head, Strong Cities Network (previously Manager 2016-2017, Senior Manager 2017-2019)*
- Responsibility for strategic direction, technical oversight, communications, delivery and overall management of ISD's flagship Strong Cities Network following its initial launch at the United Nations in 2015 now overseeing programmatic staff across five countries successfully fundraising over £5 million.
  - Leading the SCN's international capacity building programmes, on/offline training resources and government advisory work. Highlights include designing our technical capacity building models including the internationally renowned "local prevention network" model which brings together multi- agency structures made up of police, municipalities, civil society, faith leaders, youth and social services to design tailor made countering violence responses at a community level. The approach is regarded as international best practice now operational across Jordan, Lebanon, Kenya, North Macedonia and the U.S.
  - Translating existing practice to address emerging challenges. Highlights have included: training the Seattle Police Department in Community Engagement; designing a model for the rehabilitation and reintegration of foreign fighters and their families with the Maldivian Police; empowering local community crime and safety boards to recognise and address hate crimes and violent extremism risks.
  - Acting as ISD's in-house expert practitioner translating research into practice and designing ways to use technology to help frontline authorities. Highlights



have included: designing the *Counter Conversations* programme with Facebook to deliver individual interventions to radicalised candidates online; building the case studies and risk management resources for our *Women & Girls Islamist Interventions Toolkit*; launching the *SCN Hate Mapper* to geo-locate online hate and extremism to a borough level.

- Launching global initiatives that tackle a range of emerging policy responses. Key achievements have included launching a National - Local Cooperation policy programme with the Global Counter Terrorism Forum, a new post-incident response work stream analysing how cities have responded to terrorist incidents, a global Mayoral Taskforce Against Hate with Mayors from over 25 cities.
- Establishing trusted institutional cooperation with more than a dozen international governments, private sector partners (Facebook, Google and the World Economic Forum), and criminal justice partners (International Institute for Justice and the Rule of Law, Interpol and OSCE).
- Led the delivery of three Strong Cities Network Global Summits in Turkey, Denmark and Australia, bringing together over 1,200 mayors, local practitioners and national politicians from over 40 countries.
- Advising and briefing a range of governments including The Royal Commission of Inquiry into the Christchurch Mosque attacks.
- Confident and experienced public speaker, representing ISD at high-level conferences including briefings to the UN Security Council, workshops and in media, including broadcast, online and print.

Aug 2015  
– Feb  
2016

#### **London Borough of Islington**

##### *Prevent Co-ordinator, Community Safety Unit*

- Working on behalf of the Home Office's Prevent Strategy to provide leadership and expertise across the delivery of the Prevent Strategy and the Prevent Duty across an Office of Security and Counter Terrorism (OSCT) Prevent 'priority area'.
- Working across statutory partners (Police, Health, Probation, Youth Service, Youth Offending Service, Housing, Prisons) to maintain an up to date threat picture and deliver Prevent objectives
- Engaging communities, faith groups, voluntary sector and businesses to understand and respond to radicalisation risks and to deliver projects on behalf of OSCT.
- Partnership with CONTEST Police teams to; produce the borough's Counter Terrorism Local Profile, manage Channel and Prevent Problem Solving Board and train neighbourhood policing stakeholders.
- Coordinated local multi-agency support response to cases of individuals that have been at risk of or have travelled to conflict zones to participate in extremist and/or terrorist organisations.
- Managing relationships between OSCT, a cross-party political steering group, police, frontline services community groups and the media.
- Achievements include designing thresholds for radicalisation to be used by social workers and managing complex institutional and individual case work, including with SOI's.
- Acting as an informal advisor to peers, government departments and

regional working groups (e.g. reviewing OSCT Core Communications Script, advising the Department for Education's New Teacher Training (ITT) subgroup on implications of the Prevent Duty on new teachers and co-producing the London Councils Safeguarding Boards Matrix of need on radicalisation

Oct 2012 – Jul 2015 **London Boroughs of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea, and Westminster City Council**  
*Prevent Institutions Officer (2013-15)*

- Led the first national pilot to engage the education sector in Prevent in West London, including developing training and designed and implementing projects to safeguard and counter terrorist ideologies reaching over 4'000 students, 6'000 teachers and 150 institutions. The role was recognised as 'best practice' by the Home Office and has since been replicated nationwide across the U.K.
- Piloting innovative responses to counter emerging threats working jointly with Police/ OSCT and launching partnerships with a YouTube comedian, the Ministry of Defence, the American Embassy, RUSI, the Charity Commission, Football Clubs and psychologists in engagement activities.
- Reacting to complex case work and risks working closely with S015 and Pursue Policing teams. Achievements include supporting institutions impacted by Syria/Iraq based travellers – namely designing and delivering a protocol and package of support for institutions affected, and successfully identifying and dissuading a number of individuals from travelling to join ISIS and Al-Nusra.

## EDUCATION

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- **2013 – 2013 Kings College London:** Post-graduate Short Course in *Preventing Violent Radicalisation* (20 credits)
- **2007 - 2010 Hatfield College, Durham University:** BA (Honours) in Combined Social Science, 2:1 *Government and International Relations, Philosophy and Theory, Philosophy of Social Science*. Achieved a First Class Honours for my multi- disciplined dissertation: 'The Paradox of Affluence: the effect of capitalism on social well-being'
- **2005 - 2007 Bracknell and Wokingham College:** A-Level: English (A), Media Studies (A), Film Studies (A), Business Studies (B)
- **Continuous Professional Development:** Channel Hydra Course (2014), Improving Security by Democratic Participation Course at Lancaster Police Training Quarters (2015), Scott Associates Ideology Training (2015), Institute for Leadership and Management Level 7 (2012-2014)

## EXTRACURRICULAR / OTHER

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- **London Resilience Group, Member and Advisor** (Feb 2019 – present)
- **West Midlands Police Regional Counter Terrorism Advisory Group, Member and Advisor** (Sept 2018 – present)
- **Department for Education's Expert Advisory Panel for Extremism, Expert Advisor,** (July 2017 – present)
- **Dfuse, Charity Trustee,** (Feb 2017 – Feb 2018)
- **Local Government Association National Graduate Development Programme** entry onto the

esteemed graduate scheme including stints in a range of local government functions, including the opportunity to shadow local authority Leaders, Chief Executives, and conduct graduate placements in areas including economic development and Community Safety (Oct 2012-Oct 2014)

- **Wandsworth Borough Council** – Various positions: Economic Development Officer; Leaders Assistant (Feb 2012- Sept 2012)

## **SELECTED PUBLICATIONS AND APPEARANCES**

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- Colliver, C, Skellett R et al, *Women, Girls and Islamist Extremism*, London: Institute for Strategic Dialogue, (2019).
- United Nations Counter Terrorism Committee, Open briefing on “Protection of soft targets through local engagement and public private partnerships”, speaker (2019)
- Davey, J, Birdwell, J, Skellett, R, *Counter Conversations*, London: Institute for Strategic Dialogue, (2018).
- Rosand, E, Skellett R, *Connecting the Dots: Strengthening National-Local Collaboration in Addressing Violent Extremism*, Lawfare Blog, (2018)
- John, T CNN: *International courts, Guantanamo, citizenship-stripping: What next for Western ISIS supporters?* (2019)
- BBC World Service, *The Real Story: How Can We Make our Cities Safer?*, (2018)
- SXSW, *Local Leadership in the Wake of Terrorism*, (2018), podcast available [here](#)
- ITV Live News: *Need for stronger anti-terrorism measures - Rebecca Skellett LIVE interview* (2017)
- National Academies of Sciences, Engineering, and Medicine. *Countering violent extremism through public health practice: Proceedings of a workshop*. Washington, DC: The National Academies (2017).
- LSE Polis Lecture *Networks of Extremism: Radicalisation, Counter Extremism and Political Socialisation*, (2016), video available [here](#)

*References available upon request.*

## **Moustafa Ayad, Deputy Director**

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Moustafa Ayad is the current Deputy Director for Communications, Education, Networks and Technology at the Institute for Strategic Dialogue (ISD), and a cross-sectoral program director, who oversees more than 20 programs globally, and has more than a decades' worth of experience designing and deploying P/CVE campaigns, and projects in conflict and post-conflict environments across the Middle East and Africa. He has experience in Iraq, Afghanistan, Yemen, Syria, Lebanon, Jordan, Kenya, Senegal, as well as Europe, working with a range of government and non-governmental partners on violent extremism, conflict resolution and strategic communications. Moustafa also has experience working across these regions with community organizations, media outlets, and regional/global production hubs on the creation of multi-platform media content aimed at supporting youth, as well as national and local stakeholders. He has similarly supported the design and development of conflict resolution programs with warring parties in Yemen and Syria, as well as supporting dialogue processes. He has advised the United Nations, the Foreign & Commonwealth Office of the United Kingdom, the US Department of State, and other global and regional actors on the strategic use of counter and alternative narratives, as well as P/CVE practices and programming.

### ***Professional Experience:***

#### **Institute for Strategic Dialogue, MENA, Asia and Africa**

*Deputy Director of Communications, Education, Networks and Technology (August 2017 – Present);* Working across Jordan, Lebanon, Kenya, Senegal, Pakistan, the Balkans and the US, in building out regional responses to hate, polarization and extremism that are locally driven and based on primary evidence, participatory research practices, in conflict and post-conflict communities. Delivered more than £2.3 million in funding within one year of hiring for ISD's 'Young Cities' program, which supports youth responses to hate, polarization and extremism for the Norwegian Ministry of Foreign Affairs. Provided advisory support to prevention programs globally, with a focus on rehabilitation and reintegration cases. Advised the US Federal Courts and States Attorney on best practices. Lead ISD's Against Violent Extremism Network (AVE), the largest and oldest global network of former and survivors of extremism. Provided oversight and management of various strategic communications programs across the UK, Europe, MENA, Asia, and Africa.

#### **Lapis, MENA and Africa**

*Program Director (Feb. 2016 – August 2017), Regional Manager (June 2014 – Feb. 2016);* Integrated CVE/PVE research into counter-narrative development, led large-scale CVE productions with broadcasters in MENA. Identified new clients and secured \$3.3 million of funding for company. Led primary research on issues in regards to the drivers and primary grievances of Levant foreign fighters, and prisoners in Lebanese prisons. Supported Syrian CSOs across opposition-held territory, including developing strategic communications programmes for women political activists in Geneva Track II negotiations, and the strategic framework and resource toolkit for psychosocial community-based organisations in rebel-held territories.

**UNDP, Yemen**

*Communications and Media Specialist (December 2011 – June 2014);*

Designed, oversaw, and led the rollout of the Early Presidential Election communications campaign with the Supreme Commission for Elections and Referendum in Yemen. Created the primary communications strategy for the Comprehensive National Dialogue Conference Technical Committee and for the national rollout of Biometric Voter Registration (BVR).

**IREX, Iraq**

*Senior Media Development Advisor (September 2010 – December 2011);*

Oversaw the design, development and delivery of social media development capacity building programme for CSOs, youth activists and government ministries. Coordinated several conferences across Iraq on social media and Internet use. Advised governments on the inclusion of youth programmes in preventative programming. Trained election officials on the use of social media and strategies for outreach with hard-to-reach populations. Trained CSOs on engagement practices with youth and research partners. Led a delegation of Iraqi youth. Worked in Mosul, Najaf, Baghdad, Basra, Suleimiyeh, and Erbil.

**UNDP, Egypt and Iraq**

*Project Manager (December 2008 – January 2011);*

Created venues for cross-cultural exchanges. Evaluated media development projects in the region. Coordinated budgets and staff to produce webinars, led training sessions on uses of ICT technologies by CSOs across MENA. Engaged social, political and workers' rights activists across North Africa and Iraq.

*Education and Related Professional Skills:*

**University of Illinois, USA**

- *Master of Science in Information Science and Community Informatics*

**University of Southern Illinois, USA**

- *Bachelor of Science in Journalism*

**Summer Institute, Central European University**

- *Advocacy, Activism and the Internet: Communications Policy for Social Change*

**Languages:** *English, Arabic (Native Fluency); Spanish (Beginner)*



## **Rashad Ali Biography and CV**

Rashad Ali is a counter terrorism practitioner. He works on deradicalisation initiatives with Prisons, Probations, UK courts, Police and community groups. He is a Resident Senior Fellow at ISD.

He is classically trained in Islamic theology and jurisprudence and Modern studies in Islam, and read at Markfield Institute and has taken courses at al-Azhar University in Cairo.

As a researcher, he has also given testimony and contributed submissions to the Home Affairs Select Committee on Radicalisation, and the parliamentary Select Committee on Intelligence. He was adviser to the office of the Mayor of London on counter terrorism and extremism.

He is an author of 'Islam, Shariah and the Far Right' published by Democratiya journal; the book, A Guide to Refuting Jihadism published by European foundation for Democracy; and recently 'Blasphemy and Free Speech - Charlie Hebdo and reactions to the incidents in Paris', for the Institute of Strategic Dialogue, where he is a Senior Fellow. He has also published 'Deradicalisation and the Channel Program' for George Washington University and their program on extremism.

He has been consulted by various think tanks and Governments in Germany, Denmark, the EU and the US.

He is an external lecturer for Derby Universities Master Class courses on Radicalisation and Counter Terrorism, and has lectured for Kings College London, in their War Studies department 'Psychological profiling of terrorists'. His research interests include causes of radicalization and theorizing deradicalization across the UK but also North Africa and the Middle East and has conducted field research across the region.

His articles have appeared in The Observer, The Guardian, The Telegraph, The Independent, The Times, Dissent Magazine, Birlingske in Denmark and Kronikken, Conservative Home, and he has given commentary for Newsnight, BBC News, been a researcher and Assistant Producer for BBC's flagship Panorama documentary show.

## **Zahed Amanullah**

British/American dual national

(b)(6)

### **Resident Senior Fellow, Institute for Strategic Dialogue (ISD)**

#### **Areas of expertise & competencies (CVE advisory and delivery)**

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- Strategic development and delivery of CVE programmes and civil society capacity building in Kenya (SSA) (2016-2018)
- Planning, implementation & coordination of complex mapping, communications, and civil society CVE capacity building projects in Belgium and Germany (2018-2019)
- Coordinated the development of a Youth CVE Summit in Oslo, Norway in 2015 for 200+ youth practitioners and ministers on behalf of the Norwegian Ministry of Foreign Affairs
- Oversaw the development of the Youth Civil Activism Network (YouthCAN) to provide CVE training youth activists worldwide on behalf of the Norwegian and Danish governments, including in Spain, the Netherlands, Germany, Sweden, Belgium, and elsewhere.
- Co-authored an extensive study of civil society-led CVE counternarrative messaging, *The Impact of Counternarratives*, funded by Jigsaw and Facebook in 2016.
- Experienced in youth mentoring, youth engagement, and Train the Trainers methodologies in SSA and elsewhere.
- Oversaw the delivery of a £1m innovation fund supported by Google.org for 22 UK civil society organisations on various CVE related projects in 2018
- Provided evidence to the British and European parliaments on CVE policy, strategies, and delivery

#### **Professional experience**

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##### **Institute for Strategic Dialogue (ISD)**

Resident Senior Fellow

London, England

September 2014 – Present

Leads on ISD's civil society engagement on counternarrative and counterextremism projects, bringing the private sector together with activists, frontline workers, and relevant civil society networks and NGOs in Africa (Kenya), Europe, and the Middle East to counter extremist propaganda and recruitment. Programme oversight includes the Online Civil Courage Initiative (OCCI), launched in partnership with Facebook in 2016, and the Google Innovation Fund, launched in partnership with Google.org in 2017, resulting in the co-authored report

*The Innovation Fund to Counter Hate and Extremism in the UK* in 2019. He also co-authored *The Impact of Counternarratives* (2016), a cross-platform study on counternarrative messaging impact and *Between Two Extremes* (2018), a study of extremist messaging during the 2017 Kenya elections. Both reports were based on extensive research and capacity building supported by Google/YouTube, Facebook, and Twitter.

Directed a 18-month programme within Kenya, beginning with analysing the online social media landscape for extremist recruitment, interviewing and partnering with Kenyan CSOs, and providing campaigns/communication training through two major events in Kenya (Mombasa and Nairobi) for over 120 people in Swahili and English. Leveraged existing relationships with Google/YouTube, Facebook, and Twitter to secure \$30,000 worth of financial and in-kind support for 22 campaigns produced by CSOs with our oversight. Disseminated, monitored, and evaluated campaigns during the 2017 presidential election season (August-November 2017), conducting online surveys of representative campaigns to assess attitudinal shifts, which were up to 50% in a positive direction in four thematic areas. Released the *Between Two Extremes* report after a partner workshop in Nairobi and a public press conference, resulting in Kenyan media coverage and written acknowledgement of our findings from Kenya's NCTC.

He supported the Obama administration's 2015 CVE Summit and advised (via Lisa Monaco) on new innovations in combatting the influence of extremists online. Helped curate the 2015 Youth CVE Summit in Oslo and the subsequent launch of the Youth Civil Activism Network (YouthCAN). Provided written and oral testimony to the UK Home Affairs Select Committee on Radicalisation and sessions at the House of Commons and European Parliament on radicalization, racism, and Islamophobia. *Media appearances include BBC One (BBC Breakfast, Sunday Politics), BBC Radio 4 (Today Show), other BBC Radio (Five Live, BBC Wales, BBC Scotland, BBC Asian Network), the Wall Street Journal, the Times, CNN International, Sky News, Channel 4 News, ITV News, Newsweek, and National Public Radio.* Regularly participates in speaking engagements worldwide.

*Work at ISD featured in the book "War in 140 Characters" by David Patrikarakos and a chapter in the upcoming book "How We Win" by Farah Pandith, former US Special Representative to Muslim Communities.*

### **The Concordia Forum**

Trustee and Executive Director

London, England  
October 2012 – Present

Leading management and curation of annual cross-sector, transatlantic retreats, alternating between Europe and North America, for up to 200 leaders of Muslim backgrounds. These events feature high profile personalities including US congressmen and MPs, corporate leaders, entertainers, and activists. The resulting network of nearly 1,000 individuals has facilitated dozens of social impact projects including films, NGOs, campaigns, and social enterprises. As a precursor, served as founding Board Member of CEDAR, a pan-European network of Muslim professionals launched in Salzburg, Austria in 2008 with chapters in several European countries, now headquartered in Amsterdam.



*This work is also featured in a chapter of the upcoming book “How We Win” by Farah Pandith, former US Special Representative to Muslim Communities.*

**Unitas Communications Ltd.**

Chief Media Officer

London, England

September 2011 – September 2014

Responsible for media projects and business development, including polling research, public relations, public affairs consulting, media training, policy advisory, and event management. Clients include the US State Department, the Foreign & Commonwealth Office, Al Jazeera, and the United Nations. Served as Visiting Programme Director at Wilton Park, an agency of the UK’s Foreign and Commonwealth Office. *Media appearances include Al Jazeera, BBC World Service, Le Monde, the Daily Star, the National, Le Monde, and the Washington Post.*

*Work here is featured in a chapter of the book “Made With” by John Grant.*

**Halalfire**

Managing Director

London, England

March 2009 – August 2011

Business and content development for various online resources geared towards Muslim communities worldwide. Served as Executive Editor of altnmuslim.com, an online newsmagazine with a readership of over 5 million annually, and consulted on policy and strategy to media and corporate clients. Repeated speaker and panel chair at the World Halal Forum (London and Kuala Lumpur). Clients include US Department of Defense (for online radicalization research) and American Halal, Inc. (serving also on their Board of Directors). *Media appearances include CNN, Press TV, BBC Two, BBC Radio Five Live, BBC Asian Network, and Time Magazine.* Featured columnist at the *Guardian (UK)*.

*Work here is featured in a chapter of the book “Apart: Alienated and Engaged Muslims in the West” by Justin Gest.*

**Robert Bird & Partners Ltd.**

Associate Director

London, England

December 2004 – February 2009

Directed a large team of structural engineers for a number of complex high-profile projects including leading structural design for the £300 million Westfield Bradford Broadway development in northern England. Other projects include structural design for the Athletes Village for the 2012 London Olympics and other associated luxury residential developments. As key client contact, responsible for budgets, hiring, negotiations, quality assurance, conceptual design, and technical management.

**Academic background**

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**University of Bath**

Postgraduate Certificate in Engineering Management

Bath, England

June 2008

Postgraduate Certificate from the Engineering Management Programme at the

University of Bath, covering financial, human resources, marketing, operations, and project management.

**University of California, Berkeley**

Berkeley, California USA

Bachelor of Science in Civil Engineering/Architecture

May 1992

Studied civil engineering and architecture at one of the USA's leading universities. Served in numerous campus academic and special interest groups, including the student body senate.

# SASHA HAVLICEK

Sasha is the founding CEO/Director at The Institute for Strategic Dialogue (ISD).

Her work at ISD involves:

- Strategic leadership and management of this London-based ‘think and action tank’ working with business, media and political leaders to mitigate inter-communal conflict and long-range challenges to European/international stability.
- Development, design and implementation of new programmes and policy initiatives in the spheres of: Counter-radicalisation and Counter-polarisation, Islam and Integration in Europe; Europe-Arab world media and cultural relations, Europe-US-Russia geo-strategic relations; European Union Neighbourhood Policy; Intelligence and Defence cooperation;
- Set-up of a major scholarship and leadership scheme for the wider European Neighbourhood run with Oxford University and now supporting over 30 scholars annually;
- Network and Board management including high-level government and media relations (mainly in Europe, Balkans, C. Asia, Russia, US);
- Financial oversight and fundraising, increasing the organisation’s programme and core revenue by nearly £2million annually.

## PREVIOUS WORK HISTORY:

- Senior Director, East West Institute (2000-2006)
- Programme Manager, European Regions of Industry and Technology (1999- 2000)
- Consultant, Institute for Democracy and Electoral Assistance (1999-2000)
- Trainee, The European Commission (1999)
- Trainee, The Commission for Radical Equality (1996-1997)

## PERSONAL SUMMARY:

As co-founder and CEO at independent Think Tank The Institute for Strategic Dialogue, Sasha leads the organisation’s government advisory, research and delivery programmes in the fields of counter-extremism and foreign policy, bringing the private sector to the table with senior policy makers and building transformative networks to respond to the cross-border challenges of conflict, extremism and terrorism.

Sasha chairs the European Policy Planners’ Network on counter-radicalisation, which she initiated in 2008 with the participation of nine European governments, and co-chairs the EU’s Internet Radicalisation working group. She is co-founder of the Women and Extremism Initiative and has spearheaded the development of Against Violent Extremism (AVE), the world’s largest network of former extremists and victims of extremism. In partnership with Google Ideas, AVE works to counter radicalisation on and offline.

Sasha previously served as Senior Director at the US think-tank, the EastWest Institute (EWI), where she headed the organisation’s conflict resolution and transition work, rolling-

out unique cross-border field operations across the Balkans, Eastern Europe and Russia. She was nominated to serve on a Task Force of the Stability Pact for South-Eastern Europe in the aftermath of the Balkan wars.

Sasha currently serves on the board of Women Without Borders and is a member of the European Council on Foreign Relations. She is a regular commentator on counter-terrorism in the media, having spoken on the BBC, Channel 4, CNN, ABC, Radio 4 and other networks.

29 May 2020

Ms. Brette Steele  
The McCain Institute at Arizona State University  
1800 I St. NW Sixth Floor,  
Washington,  
DC 20006

**RE: Letter of Intent**

Dear Ms. Steele,

I am writing to confirm that ISD is pleased to be joining the The McCain Institute in submitting a joint proposal for U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention (TVTP) Grant Program (DHS-20-TTP-132-00-01).

If successful, ISD intends to enter into a subcontract with the The McCain Institute based out of Arizona State University in order to provide the services outlined in the proposal, via our Strong Cities Network (SCN) programme. In particular:

- 1) Workshop preparation – SCN staff will (i) compile and collate research and practice literature reviews in order to provide network members with targeted analysis of existing practice and research, (ii) produce summaries of key questions to guide and facilitate dialogue at the workshops, (iii) identify speakers and experts to provide input into the workshop, leveraged from ISD's networks, such as the Against Violent Extremism (AVE) network of former extremists and survivors of extremist attacks, and (iv) provide expertise from a seasoned pool of internal and external ISD and SCN practitioners.
- 2) Workshop participation, facilitation and moderation – At each workshop, the SCN experts will present scene-setting presentations, showcase best practice, facilitate and moderate dialogue and arrange for the attendance of relevant international researchers, experts and practitioners.
- 3) Authoring of US relevant practice chapters - ISD and SCN teams will lead the authoring of practice chapters, offering practical guidance on the design, development and delivery of each thematic area, drawing on, and adapting, existing SCN and ISD research, training curricula and expertise.

We are providing The McCain Institute with the necessary information to meet the full requirements of the proposal, and are available to provide further contributions as required.

Yours sincerely,

(b)(6)

Joe Collenette  
Head of Project Operations



June 3, 2020

To Whom It May Concern,

On behalf of the Citizens Crime Commission of New York City (CCC), I am pleased to write a letter of support for the McCain Institute's application to the Department of Homeland Security grant DHS-20-TTP-132-00-01 to establish a Prevention and Intervention Practitioners Network.

The CCC is a non-government, non-profit organization charged with tackling the most vexatious crime issues of our time. Specifically, we work with high-risk individuals who are gang and gun involved, and have expanded our work into the terrorism prevention field. Building upon our years of designing and implementing intervention models, CCC has designed and is piloting a long-term model that ensures individuals at-risk of engaging in violent extremism or targeted violence have demobilized and become stabilized, productive members of society. The Prevention and Intervention Practitioners Network would greatly benefit the US terrorism prevention landscape in providing an organized network of terrorism prevention practitioners, across multiple disciplines.

The Crime Commission has a close working relationship with Brette Steele – the leader of the project on behalf of the McCain Institute. Ms. Steele has a long and robust history of work in terrorism prevention, including serving as Regional Director of the DHS Office of Terrorism Prevention Partnerships and Deputy Director for the U.S. Countering Violent Extremism Task Force. Her experience, expertise and professionalism makes her extremely well-positioned to take on this role. We look forward to working with her in the Practitioners Network and on other terrorism prevention efforts.

Sincerely,

(b)(6)

A rectangular box with a black border, used to redact the signature of Richard M. Aborn. The text '(b)(6)' is written in the top-left corner of the box.

Richard M. Aborn





**HARVARD**  
MEDICAL SCHOOL



**Boston Children's Hospital**  
Until every child is well™

Brette Steele  
Director of Prevention and National Security  
McCain Institute for International Leadership.

June 11, 2020

Dear Brette,

I am writing to endorse and strongly support your proposal to develop a TVTP practitioners network. As researcher and practitioner that has been actively involved in programming related to TVT prevention over the past decade, I can attest to the great value of what you propose.

I am currently a clinical psychologist at Boston Children's Hospital and Harvard Medical School, where I piloted a multidisciplinary team for the prevention of violence (including ideologically motivated violence), "Community Connect". I am a current member of the Massachusetts Threat Assessment Team (MassBayTAT) where I continue to support efforts to develop multidisciplinary approaches to the prevention of targeted violence and terrorism. I have also conducted research focused on understanding risk and protective factors related to radicalization, and also on the importance and potential of mental health practitioners working with individuals at risk for radicalization. Throughout this work, the immense need for additional training, support, and resources for practitioners to address TVT has been clear.

As a clinical psychologist myself, I can attest to the fact that there is a great need for additional guidance and support related to issues such as privacy and ethical obligations; managing litigation risks; approaches to needs, risk, and threat assessment; and securing funding and developing sustainable budgets. Further, as a member of the Massachusetts Threat Assessment Team (MassBayTAT) I am aware of both the value of multidisciplinary approaches and the need for concrete guidance related to developing and implementing comprehensive prevention frameworks.

I understand that you seek to (1) establish a practitioners' network, (2) host a series of workshops, (3) develop a framework for designing or adapting intervention programs, and (4) create an asset map of mental and behavioral health practitioners willing to accept targeted violence and terrorism prevention referrals. I would welcome the opportunity to participate in the practitioner's network and to take part in the proposed workshops. As I work to establish a Massachusetts Area Prevention Framework for TVTP (proposed under this grant initiative), your efforts to develop a framework for designing or adapting intervention programs and developing asset mapping would be highly synergistic with our proposed efforts.

In sum, I strongly support your proposal and believe it fills a critical national need. I look forward to participating in this important initiative.

Sincerely,

(b)(6)

**B. Heidi Ellis, Ph.D.**

Associate Professor of Psychology | Department of Psychiatry

Director, Refugee Trauma and Resilience Center Boston Children's Hospital

Mail to: Psychiatry | 300 Longwood Avenue – BCH 3428 | Boston, MA 02115

Office Location: 21 Autumn Street

(b)(6)

(b)(6)

She/her/hers

James A. Marley, PhD

(b)(6)

Loyola University Chicago  
School of Social Work  
820 N. Michigan Avenue  
Chicago, IL 60611

(b)(6)

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June 4, 2020

Brette Steele  
Director of Prevention and National Security  
McCain Institute

Dear Brette Steele,

I am pleased to write this letter of support as you apply for the DHS TVTP grant with the focus on developing a Practitioners' Network. In my role as Associate Dean for Academics for the School of Social Work, as well as my long history as a social work practitioner and educator, I see the tremendous need for such a network. Through my previous work on the State of Illinois NGA Policy Academy grant on targeted violence, I came to see the importance of having social work involvement in the areas of prevention and intervention. I will support the grant and work to include professional social workers and other mental health service providers in the training and development of the network. My connections with the National Association of Social Workers, the Council on Social Work Education, National Organization for Forensic Social Work, and other national organizations will support this work.

I and the School of Social Work look forward to supporting the work of this grant in anyway needed.

Sincerely,

James A. Marley, PhD  
Associate Dean for Academics



June 3, 2020

The U.S. Department of Homeland Security  
Office for Targeted Violence Prevention (OTVTP)  
Washington, D.C.

To Whom It May Concern,

This letter serves to confirm the strong support EdVenture Partners has for The McCain Institute for International Leadership's submission for funding of its proposed Prevention and Intervention Practitioners Network.

Finally, a respected and capable organization who is familiar with issues surrounding terrorism and targeted violence prevention has stepped up. The McCain Institute has the vision to assemble and convene a national prevention and intervention practitioners program that we direly need.

I say this from first-hand experience as EdVenture Partners has unsuccessfully sought out other industry practitioners whom we can leverage and engage with for mutual benefit and amplification of our national collective efforts. No such organization or program currently exists. Now is the time to bring this network for practitioners to life under the extremely capable, dedicated and uniquely qualified leadership of Ms. Brette Steele.

Please feel free to contact me should you seek additional validation that this national program should be funded and supported by the Department of Homeland Security.

Sincerely,

(b)(6)

Tony Sgro  
CEO & Founder

# EMW-2020-GR-APP-00065

## Application Information

**Application Number:** EMW-2020-GR-APP-00065

**Funding Opportunity Name:** Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention (TVTP) Program

**Funding Opportunity Number:** DHS-20-TTP-132-00-01

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** Arizona State University

**Organization ID:** 18009

**Type:** Public and State Controlled institutions of higher education

**Division:**

**Department:**

**EIN:** (b)(6)

**EIN Shared With Organizations:**

**DUNS:** 943360412

**DUNS 4:**

**Congressional District:** Congressional District 09, AZ

## Physical Address

**Address Line 1:** Centerpoint, Suite 312

**Address Line 2:** 660 S. Mill Ave

**City:** Tempe

**State:** Arizona

**Province:**

**Zip:** 85281-3670

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** P.O. Box 876011

**Address Line 2:** [Grantee Organization > Mailing Address > Address 2]

**City:** Tempe

**State:** Arizona

**Province:**

**Zip:** 85287-6011

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Prevention and Intervention Practitioners Network

**Program/Project Congressional Districts:** Congressional District 45, CA

**Proposed Start Date:** Thu Oct 01 00:00:00 GMT 2020

**Proposed End Date:** Fri Sep 30 00:00:00 GMT 2022

**Areas Affected by Project (Cities, Counties, States, etc.):** Chicago, IL; Los Angeles, CA; Washington, DC; USA

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$467998
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$467998</b>

**Is application subject to review by state under the Executive Order 12373 process?** Program is not covered by E.O. 12372.

**Is applicant delinquent on any federal debt?** false

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Heather Clark	(b)(6)		Authorized Official Signatory Authority
Heather Clark			Secondary Contact
Heather Clark			Primary Contact

## SF-424A

### Budget Information for Non-Construction Programs

**Grant Program:** Targeted Violence and Terrorism Prevention Grant Program

**CFDA Number:** 97.132

Budget Object Class	Amount
Personnel	\$115000
Fringe Benefits	\$44130
Travel	\$8500
Equipment	\$0
Supplies	\$0
Contractual	\$76497
Construction	\$0
Other	\$167999
Indirect Charges	\$55872
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$167999
<b>Income</b>	<b>Amount</b>
Program Income	\$0

**How are you requesting to use this Program Income?** [\$budget.programIncomeType]

**Direct Charges Explanation:** Budget justification included in narrative

**Indirect Charges explanation:** 26% MTDC



## Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

## Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

**SF-424C**

## Budget Information for Construction Programs

## Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Heather Clark

Signed Date: Tue Jun 16 00:00:00 GMT 2020

Signatory Authority Title: Executive Director, Research Operations

## Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Heather Clark

Signed Date: Tue Jun 16 00:00:00 GMT 2020

Signatory Authority Title: Executive Director, Research Operations

## Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Heather Clark

Signed Date: Tue Jun 16 00:00:00 GMT 2020

Signatory Authority Title: Executive Director, Research Operations

# COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN:

DATE:06/28/2019

ORGANIZATION:

FILING REF.: The preceding  
agreement was dated  
07/02/2018

Arizona State University  
Fulton Center 410, Rm. 4478  
P.O. Box 87705  
Tempe, AZ 85287-7605

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

## SECTION I: INDIRECT COST RATES

RATE TYPES:      FIXED                  FINAL                  PROV. (PROVISIONAL)                  PRED. (PREDETERMINED)				
<u>EFFECTIVE PERIOD</u>				
<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE(%) LOCATION</u>	<u>APPLICABLE TO</u>
PRED.	07/01/2016	06/30/2017	54.50 On-Campus	Organized Research
PRED.	07/01/2017	06/30/2018	56.00 On-Campus	Organized Research
PRED.	07/01/2018	06/30/2019	56.50 On-Campus	Organized Research
PRED.	07/01/2019	06/30/2020	57.00 On-Campus	Organized Research
PRED.	07/01/2016	06/30/2020	26.00 Off-Campus	Organized Research
PRED.	07/01/2016	06/30/2017	51.60 On-Campus	Instruction
PRED.	07/01/2017	06/30/2020	48.00 On-Campus	Instruction
PRED.	07/01/2016	06/30/2020	26.00 Off-Campus	Instruction
PRED.	07/01/2016	06/30/2017	37.50 On-Campus	Other Sponsored Activities
PRED.	07/01/2017	06/30/2020	44.40 On-Campus	Other Sponsored Activities
PRED.	07/01/2016	06/30/2020	26.00 Off-Campus	Other Sponsored Activities

ORGANIZATION: Arizona State University

AGREEMENT DATE: 6/28/2019

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<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE(%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PROV.	07/01/2020	Until Amended		(1)	

\*BASE

Modified total direct costs, consisting of all salaries and wages, fringe benefits, materials, supplies, services, travel and subgrants and subcontracts up to the first \$25,000 of each subgrant or subcontract (regardless of the period covered by the subgrant or subcontract). Modified total direct costs shall exclude equipment, capital expenditures, charges for patient care, participant support costs, student tuition remission, rental costs of off-site facilities, scholarships, and fellowships as well as the portion of each subgrant and subcontract in excess of \$25,000.

(1) Use same rates and conditions as those cited for fiscal year ending June 30, 2020.

ORGANIZATION: Arizona State University

AGREEMENT DATE: 6/28/2019

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**SECTION I: FRINGE BENEFIT RATES\*\***

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<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE(%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
FIXED	7/1/2019	6/30/2020	27.30	All (A)	Faculty
FIXED	7/1/2019	6/30/2020	36.70	All (A)	Staff
FIXED	7/1/2019	6/30/2020	9.40	All (A)	Part Time
FIXED	7/1/2019	6/30/2020	1.10	All (A)	Students
FIXED	7/1/2019	6/30/2020	7.10	All (A)	RA/TA
FIXED	7/1/2019	6/30/2020	22.70	All (A)	Post DOC
PROV.	7/1/2020	Until amended		(B)	

**\*\* DESCRIPTION OF FRINGE BENEFITS RATE BASE:**

(A) Salaries and wages including vacation, holiday, sick leave pay and other paid absences.

(B) Use same rates and conditions as those cited for fiscal year ending June 30, 2020.

ORGANIZATION: Arizona State University

AGREEMENT DATE: 6/28/2019

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## **SECTION II: SPECIAL REMARKS**

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### **TREATMENT OF FRINGE BENEFITS:**

The fringe benefits are charged using the rate(s) listed in the Fringe Benefits Section of this Agreement. The fringe benefits included in the rate(s) are listed below.

### **TREATMENT OF PAID ABSENCES**

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal costs for salaries and wages. Separate claims for the costs of these paid absences are not made except for paid absences that have been earned but not taken when an individual separates from the university prior to the completion of the grant, contract or other agreement.

### **OFF-CAMPUS DEFINITION**

An off-campus rate is applicable to those projects conducted in facilities not owned or operated by the University, which include charges for facility rental as a direct expenditure, and for which more than 50% of the project salaries and wages are for effort conducted in the rental facility.

### **DEFINITION OF EQUIPMENT**

Equipment means tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds \$5,000.

The following fringe benefits are included in the fringe benefit rate(s): FICA, WORKERS COMPENSATION, HEALTH/DENTAL/LIFE INSURANCE, UNEMPLOYMENT INSURANCE, DISABILITY INSURANCE, ACCIDENTAL DEATH, RETIREMENT PLANS (STATE RETIREMENT PROGRAMS AND TIAA/CREF), FLEXIBLE SPENDING PLAN, RETIREE ACCUMULATIVE SICK LEAVE, AND EMPLOYEE TUITION REMISSION, EMPLOYEE WELLNESS, SABBATICAL PAYMENTS, EMPLOYEE ASSISTANCE, AND TERMINAL LEAVE.

### **NEXT PROPOSAL DUE DATE**

An indirect cost and fringe benefit rate proposal based on actual costs for fiscal year ended 06/30/19, will be due no later than 12/31/19.

This rate agreement updates the fringe benefits only.

ORGANIZATION: Arizona State University

AGREEMENT DATE: 6/28/2019

### SECTION III: GENERAL

**A. LIMITATIONS:**

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its facilities and administrative cost pools as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as facilities and administrative costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

**B. ACCOUNTING CHANGES:**

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from facilities and administrative to direct. Failure to obtain approval may result in cost disallowances.

**C. FIXED RATES:**

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

**D. USE BY OTHER FEDERAL AGENCIES:**

The rates in this Agreement were approved in accordance with the authority in Title 2 of the Code of Federal Regulations, Part 200 (2 CFR 200), and should be applied to grants, contracts and other agreements covered by 2 CFR 200, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

**E. OTHER:**

If any Federal contract, grant or other agreement is reimbursing facilities and administrative costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of facilities and administrative costs allocable to these programs.

BY THE INSTITUTION:

Arizona State University

(b)(6)

Tamara Deuser

(NAME)

Associate Vice President

(TITLE)

07/03/2019

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(b)(6)

(SIGNATURE)

Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

6/28/2019

(DATE) 1353

HHS REPRESENTATIVE: Cora Coleman

Telephone:

(b)(6)